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United Nations Volunteers

United Nations Volunteers
Report of the Administrator

Summary

This report presents an overview of results achieved by the United Nations Volunteers (UNV) programme during the 2012-2013 biennium in support of programme countries and United Nations entities in their peace and development efforts. It also outlines challenges and opportunities for UNV in the coming biennium, in the context of the new UNV strategic framework, 2014-2017.

The structure of this report is consistent with the most recent biennial reports to the Executive Board, using the UNV results framework and business model applicable during 2012-2013. Statistical annexes on (a) UN Volunteers, (b) a financial overview, and (c) the strategic framework and integrated results and resources matrix, 2014-2017, are posted on the Executive Board website. This report may be read in conjunction with the UNV annual reports for 2012 and 2013, which highlight specific elements of UNV results.

Elements of a decision

The Executive Board may wish to: (a) take note of the report of the Administrator; (b) commend UNV for the successful development and launch of its strategic framework and integrated results and resources matrix, 2014-2017; (c) note that future reports of the Administrator will be structured using the new results framework; (d) express appreciation for the outstanding contribution that UN Volunteers, including UN Online Volunteers, mobilized by UNV, make to peace and to the development achievements of programme countries and United Nations partners; (e) encourage UNV to develop new forward-looking and innovative approaches to integrating volunteerism into programmes and initiatives, including those involving South-South cooperation; (f) request that Member States and United Nations entities develop strong partnerships with UNV to ensure that the five priority areas lead to a stronger integration of volunteerism in their development programming; (g) acknowledge and support the ongoing work of UNV in its Global Youth Programme, and call on Member States and United Nations entities to provide opportunities and relevant policy infrastructure for youth volunteerism; (h) commend UNV for its active and successful engagement in the Rio+20 process, and encourage UNV to continue to contribute to the development and implementation of the post-2015 development agenda; (i) welcome the Special Voluntary Fund report, 2009-2013, presented by UNV, agree to expand the mandate of the Special Voluntary Fund as outlined in the report, and call on Member States to increase funding to the Special Voluntary Fund; (j) commend UNV for its efforts to bolster operational effectiveness and efficiency, as outlined in the new strategic framework; and (k) call upon UNDP to continue to provide to UNV all necessary programmatic, administrative, financial and legal support to deliver on its mandate.

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I. Introduction

1. This report highlights the achievements and results of the UNV programme during the period 2012-2013 and outlines how UNV is aligning itself with the strategic framework, 2014-2017. It follows the structure of other recent biennial reports to the Executive Board. UNV programme outcomes are articulated using the results framework and business model applicable during 2012-2013, as approved by the Executive Board in its decision 2006/18. Key results are reported in three major categories: (a) global recognition of volunteerism for peace and development; (b) integration of volunteerism into peace and development programmes; and (c) mobilization of increasing numbers and diversity of volunteers contributing to peace and development. Organizational support functions are described in the management results chapter.

2. The years 2012-2013 were significant for the international development agenda in charting the future course for sustainable development. As middle-income countries and emerging economies increasingly stepped forward to play a more active role in this field, the South-South cooperation dialogue intensified. The deadline for achieving the Millennium Development Goals is rapidly approaching and the post-2015 agenda is emerging. The United Nations Conference on Sustainable Development (Rio+20) promoted a stronger focus on integrating the three dimensions of sustainable development. Citizen engagement is moving to the fore, accompanied by a worldwide reassessment of the role of youth as actors in sustainable development. Against this backdrop, the contribution of volunteers and volunteerism – and hence of UNV – is more relevant than ever.

3. For UNV, 2012-2013 was a time of repositioning, reflection, partner engagement, consolidation and transformation for the future. The key results of the biennium were: increased acknowledgement of volunteers and volunteerism as powerful resources and vital components of sustainable development; further mobilization of UN Volunteers for the delivery of peace and development results; and the enhancement or forging of traditional and new partnerships within and outside the United Nations system. Volunteerism was a key element of the post-2015 discourse. Institutionally, in 2013, UNV responded to Executive Board decision 2012/13, by providing an analysis of its history, reflecting on how its evolution has affected its operations and how these together could and should shape its future. This analysis, as well as various reviews, evaluation processes, and numerous stakeholder engagements, led to greater self-awareness, realization of strengths and shortcomings, and greater cooperation and organizational efficiency. This set the stage for reorientation and institutional change, as reflected in the strategic framework, 2014-2017.

4. The total value of services provided by UNV – directly and through United Nations organizations and entities, including the United Nations Department of Field Support – decreased by 9 per cent to $431 million in the biennium. Annex 2 provides a financial overview of UNV, which complements the financial, budgetary and management reports of the UNDP Administrator.

5. Donor contributions for UNV direct programme activities increased by 3 per cent to $39.8 million in 2012-2013, from $38.8 million in 2010-2011. That growth is attributable to the fact that more development partners made possible the deployment of more fully-funded UN Volunteers. However, contributions to the Special Voluntary Fund, which is critical for continued advocacy and innovation in volunteerism, were 6 per cent lower than in the previous biennium.

II. Programme results

6. UNV stepped up its efforts to underline the importance of volunteerism as a strategic element contributing to development and peace. The organization made further progress in integrating the concept of volunteerism into the institutional, legal, and policy frameworks governing action for peace and sustainable development at the national, regional and global levels. Mobilization of UN Volunteers for peace and development activities was continued, although in this biennium, challenges in the development landscape have led to a reduction in the number of UN Volunteers deployed. It should, however, be noted that peaks in previous biennia were event-defined. The gradual decline is related to a number of factors, including the close-down of a large peacekeeping mission (United Nations Integrated Mission in Timor-Leste), the close-down of large one-off electoral support missions and continued 'right sizing' exercises in a number of others, as well as deployment challenges due to security and absorption capacity.

A. Global recognition of volunteerism for peace and development

7. UNV contributed notably to the global recognition of volunteerism for peace and development. Highlights include the follow-up activities to the 2011 celebration of the Tenth Anniversary of the International Year of Volunteers (IYV+10), UNV achievements in connection with Rio+20, and the ongoing post-2015 activities. UNV leveraged the momentum and mobilization achieved by IYV+10 and its follow-up to connect with the preparatory process for the Rio+20 Conference. This galvanized the volunteer constituency to support further awareness-building concerning the role of volunteerism in sustainable development at the national, regional and global levels, which facilitated connecting volunteerism to the post-2015 debates. The integration of volunteering-related language in numerous key global documents, and the adoption of national legislation on volunteering and national volunteer action plans in a number of countries, testify to the capacity of UNV to inform and support volunteering policy change.

Key result 1.1. Status of volunteerism and its contribution to development is documented and shared

8. The follow-up to the tenth anniversary of the International Year of Volunteers (IYV+10) focused on taking the multiple partnerships developed in that context beyond the actual campaign. The aim was to promote the integration of volunteering as a concept – and of volunteer groups as actors – in the discussions related to the Rio+20 agenda, the post-2015 development process, and achievement of the Millennium Development Goals. Following the 64th United Nations DPI/NGO Conference on Sustainable Societies 'Responsive Citizens', co-hosted by the Department of Public Information and UNV in September 2011, the Bonn declaration was formally approved as a General Assembly document (A/66/750).

9. In the context of Rio+20, UNV facilitated policy support for volunteerism and increased recognition of the contribution that volunteerism, volunteer-involving organizations and civil society are making to the development agenda throughout the United Nations system. In the run-up to the Rio+20 conference, UNV leveraged its membership in various United Nations bodies to make the voice of volunteerism heard and to re-establish or strengthen relationships with United Nations partners. Within the framework of the 'Volunteer Action Counts' campaign, one of the Rio+20 projects, more than 64 million volunteer actions were counted. The Secretary-General and the UNDP Administrator both made reference to the campaign, with the Secretary-General referring to it in his report to the General Assembly. UNV informed and supported a coalition of civil society partners and government champions that succeeded in including "volunteer groups" as a constituency that should actively participate in processes that contribute to decision-

making, planning and implementation of policies and programmes for sustainable development at all levels.

10. References to the important contribution of volunteerism and UNV were made in a number of other international documents with direct implications for strategies and programming. Examples include General Assembly resolutions on integrating volunteering in the next decade (A/RES/67/138); participation of volunteers, "White Helmets", in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development (A/RES/67/84); format and organizational aspects of the high-level political forum (A/RES/67/290); and resolutions of the Economic and Social Council on strengthening of the coordination of emergency humanitarian assistance of the United Nations (E/2012/L.11 and E/2013/L.20); the Commission on Population and Development resolution 2012/1 on adolescents and youth (E/2012/25-E/CN.9/2012/8) and policies and programmes involving youth (E/2013/26). The report of the Secretary-General, "A life of dignity for all: accelerating progress towards the Millennium Development Goals and advancing the United Nations development agenda beyond 2015", also emphasizes the added value of volunteerism as a key factor in attaining the Goals and furthering sustainable development. UNV is responding to the call of the General Assembly to submit in 2015 a "plan of action to integrate volunteering in peace and development in the next decade and beyond" (resolution 67/138).

11. Greater awareness of the role of volunteerism in development was generated by the follow-up activities to the December 2011 launch of the State of the World's Volunteerism Report in some 80 locations around the world. These activities included high-level launches in Algeria, Burundi, Côte d'Ivoire, Guinea, Haiti and Israel, as well as launches in a further 28 countries, including Botswana, Lesotho, Namibia, Swaziland and Zimbabwe. In order to enhance and broaden the dialogue on volunteerism and its contribution to sustainable development, UNV made the report and its findings available to a wide constituency in countries of the global South. A global launch of the Arabic version took place in Qatar in May 2012, a Mandarin version was launched in Beijing on International Volunteer Day 2013, and a Thai version was produced with the support of the Government of Thailand.

Key result 1.2. Partnerships to promote volunteerism for development built and strengthened with and among UNV key stakeholders

12. To build new partnerships and support the United Nations system in delivering on its mandate to promote sustainable development in countries of the global South, UNV intensified new and long-standing contacts with 19 United Nations entities. Memoranda of understanding have been signed with the United Nations Office on Drugs and Crime, UN-Habitat, UNFPA and the United Nations Environment Programme, establishing a strong legal footing for UN Volunteers working under the aegis of other United Nations entities. Numerous new partnerships were forged with government organizations as well as with global and national volunteer-involving organizations, including a ground-breaking partnership with the Arab Federation for Voluntary Activities, under the patronage of the League of Arab States, which will open up new possibilities for promoting the value and leveraging the potential of volunteerism in this region. It was agreed that the Federation will fund the Arabic translation of the UNV annual report from 2014 until 2017. Long-standing partnerships, such as those with the International Forum for Volunteering in Development, the International Association of Volunteer Effort, and the United Nations Global Compact, were strengthened.

13. Special partnerships were forged through the Online Volunteering service, which greatly increased UNV outreach to civil society organizations and marginalized groups. UNV also established closer ties with the International Federation of the Red Cross (IFRC). In the biennium, UNV and the IFRC collaborated in preparations for the Rio+20 Conference and on the 'Volunteer Action Counts' campaign (13 of the 64 million actions counted were from IFRC volunteers).

Key result 1.3. Awareness of volunteerism and its contribution to development is raised among UNV key stakeholders

14. UNV participated in and contributed to intergovernmental, governmental and non-governmental events and forums, resulting in greater awareness of volunteerism in eight countries ranging from Bosnia-Herzegovina to Madagascar. UNV contributed to the global discussion on volunteerism and youth in the South-South debate and was involved in the planning and implementation of the 2012 Africa Conference on Volunteer Action for Peace and Development. UNV participated in the first-ever Global South-South Development Conference held in the South (Kenya, 2013), where volunteerism and youth were presented as key issues. UNV mobilized local volunteers for the conference and related social media.

15. Twenty-eight national and regional reports, studies and manuals highlighting the value and contribution of volunteerism were published by or with the support of UNV in 2012. In 2013, eight UNV-supported national studies or reports on volunteerism were undertaken and/or published. International Volunteer Day was observed by and in cooperation with UNV in over 80 countries around the world in 2012 and 2013.

16. In 2013, the number of people mobilized to share volunteer stories on the International Volunteer Day website increased by 51 per cent over 2012. A 222 per cent increase over 2012 in the number of tweets relating to #actioncounts and #IVD was also recorded in 2013. The total number of UNV Facebook likes on International Volunteer Day increased by 86 per cent. In Sri Lanka, the day was celebrated by national celebrities, and the gala for the "V-Awards", which were initiated by UN Volunteers, was televised nationally to some six million viewers in both 2012 and 2013. UN Volunteers worked with local partners to facilitate broadcasting the ceremony. The global 2013 campaign received tremendous social media exposure, more than a 300 per cent increase over the previous year.

Key result 1.4. Support provided by UNV to increase capacity at national and international levels to formally recognize volunteerism and its contribution to development

17. UNV supported processes leading to declarations, policies or legislation on volunteerism in 58 countries during the biennium. Among them were laws related to volunteering passed in Bosnia and Herzegovina, the Dominican Republic, and Honduras. UNV supported the drafting of a law on volunteerism in Mongolia and the formulation of a national volunteer policy in Rwanda.

18. UNV established close relations with the secretariat of the post-2015 development agenda and participated in the United Nations Task Team. Links were established between UNV and the United Nations Millennium Campaign concerning the 'World We Want 2015' and the 'My World' initiatives. The UNV 'My World' engagement highlighted that volunteers constitute a driving force for sustainable development. UNV provided input to the United Nations Development Group guidelines on post-2015 national consultations, supported UNDP, and facilitated stakeholder engagement through UNV field units and with dedicated post-2015 UN Volunteers in over 25 countries.

B. Integration of volunteerism into peace and development programmes

19. The cooperation of UNV with other United Nations entities, global and regional international organizations outside the United Nations system, civil society, governmental bodies and institutions, and the private sector, contributed to further integration of the concept of volunteerism into peace and development policies and activities. UNV established and leveraged partnerships with partners within and outside the United Nations system. The organization was successful in triggering and supporting the establishment of numerous national volunteer schemes.

Key result 2.1. Tools, policies and knowledge generated by UNV to enable development partners to integrate volunteerism into development policies, strategies and programmes, including sectoral and focus area policies and strategies

20. Volunteerism has been integrated into the development policies, plans and programmes of United Nations system partners including in 20 crisis countries. In 2012, those efforts included the design of national volunteer schemes in Burundi and the negotiation of a programme framework to mobilize United Nations youth volunteers in the Kurdistan region of Iraq. In 2013, UNV and volunteerism were integrated into 21 strategic planning documents, including 20 new United Nations Development Assistance Frameworks and one country-level United Nations integrated strategy. This increased the diversity of United Nations entities hosting Volunteers and the identification of areas for joint programming in 2014. For the first time ever, in 2013 UN Volunteers were deployed to the following United Nations entities: the United Nations Centre for Regional Development, the United Nations Mine Action Coordination Centre, and the United Nations Political Office for Somalia. With respect to joint programming, over 30 collaborative efforts with United Nations partners were implemented and nine new projects or extensions were approved in the biennium.

21. With a view to better integrating volunteerism into peace and development activities, UNV developed and disseminated practice notes on themes ranging from conflict prevention and peacebuilding to community-based adaptation, non-formal education and local governance.

Key result 2.2. Integration of volunteerism in development policies, strategies and programming demonstrated

22. At the global level, volunteerism was included in key documents, including the Secretary General's annual report to the General Assembly on the United Nations Regional Centre for Peace and Disarmament in Asia and the Pacific, which features a pilot project called 'Volunteers for Peace Education' that was primarily designed by a UN Volunteer. Another example is the concept of a pan-African youth volunteer corps in partnership with the African Union Commission, which was included in the action plan of the Fifth Tokyo International Conference on African Development.

C. Mobilization of volunteers contributing to peace and development

23. During the reporting period UN Volunteers and UN Online Volunteers from over 160 countries worked to foster progress in the UNV focus areas and to promote peace and sustainable development (see annex 1). About 80 per cent of those volunteers came from the global South. The value of volunteerism as a resource for peace, development and attaining the Millennium Development Goals is increasingly being acknowledged. UNV leveraged this recognition and continued to support countries in developing national volunteer schemes, youth volunteer schemes and volunteerism-related policies and legislation. Community development and empowerment interventions helped strengthen local governance and capacity-building for inclusive, participatory planning processes.

24. UN Volunteers supported the work of 33 other United Nations entities and made substantial contributions to progress in all UNV focus areas. The majority of UN Volunteers were deployed to the Department of Peacekeeping Operations (2012: 43 per cent. 2013: 42 per cent), UNDP (2012: 30 per cent. 2013: 28 per cent), and the Office of the United Nations High Commissioner for Refugees (2012-2013: 14 per cent). In the reporting period, the number of UN Volunteers serving in posts around the globe declined compared to the previous biennium, but showed an upward tendency towards the end of the reporting period. Following an 11.5 per cent decrease from the 2010-2011 biennium in the total number of UNV assignments to 6,912 in 2012, the number dropped by a further

6.5 per cent to 6,459 in 2013. Overall, the decreases are higher with national assignments, with an international-to-national ratio of 72:28 in 2012 and 73:27 in 2013. The number of fully-funded volunteers, however, increased markedly, growing by 12 per cent from 2012 to 2013. With an additional 35 fully-funded assignments with 18 partners, the number of fully-funded Volunteers climbed to 483. While numerous challenges have led to a decline in the number of UN Volunteers, the UNV strategic framework, 2014-2017, has set a clear course and theory of change to increase their numbers in the years ahead.

25. In regional terms, 60 per cent of all assignments in the biennium took place in sub-Saharan Africa. Assignments in the Arab States, Asia-Pacific and Latin America and the Caribbean accounted for 13 per cent of the assignments each in 2012 and 9 per cent, 16 per cent and 10 per cent respectively in 2013. Four per cent were dedicated to Europe and the Commonwealth of Independent States in 2012, and 5 per cent in 2013.

26. The UNV Online Volunteering service continued to expand during the reporting period, reaching a total of more than 350,000 users across the globe. Annually, on average in the biennium, UNV mobilized over 11,000 UN Online Volunteers who handled over 16,500 assignments over the Internet. This constituted an increase of 6 and 5 per cent, respectively, compared to the annual average from the previous biennium. Of the Online Volunteering assignments, 38 per cent were related to Sub-Saharan Africa, 30 per cent had a global focus, Latin America accounted for 13 per cent, Asia and the Pacific for 12 per cent, Europe and the Commonwealth of Independent States for 4 per cent, and the Arab States for 3 per cent. In 2013, organizations that benefited from UN Online Volunteers indicated that they broadened access to services for disadvantaged groups and communities (75 per cent), the mobilization of communities through voluntary action (15 per cent) and the inclusion and participation of stakeholders, in particular the disadvantaged (10 per cent).

27. In 2013, 60 per cent of UN Online Volunteers were from the South, 58 per cent were women, 2 per cent reported having disabilities and 60 per cent were under 30 years old. Ninety-three per cent of organizations and online volunteers rated their satisfaction with their online collaboration as 'good' or 'excellent', an increase of 2 points compared to the previous biennium.

28. South-South cooperation is a valuable element in working towards sustainable development, as it involves the exchange of skills, knowledge and best practices among volunteer experts from similar development contexts. With over 80 per cent of UN Volunteers coming from countries of the global South and 67 per cent of these working in countries other than their own, South-South cooperation is a natural focus area of the organization. A number of emerging economies have stepped forward to contribute to the work of UNV. Brazil, China, India and Indonesia expressed an interest in providing fully-funded UN Volunteers. The Sergio Vieira de Mello Scholarship, agreed between UNV and the government of Brazil in early 2014, will enable Brazilian Youth Volunteers to serve in Haiti and Pakistan. Moreover, in 2012, UNV joined EvalPartners, a global network created to strengthen national evaluation capacities and promote the use of evaluation and evidence-based policy-making at the global, regional and national levels. EvalPartners is viewed as a forum for South-South and triangular cooperation.

29. The gender ratio improved slightly compared to the previous biennium, climbing from 38 per cent at the end of 2011 to 40 per cent at the end of 2013. UNV is demand-driven and in many cases does not take the final decision concerning selection of volunteers. With regard to peacekeeping missions in particular the gender ratio remains unsatisfactory. UNV continuously submits more female candidates than are selected; hence support from host organizations in selecting more women candidates is still required.

30. UNV continued to focus on engaging young people in volunteering, as well as implementing activities beneficial to youth. The organization strengthened processes to ensure the quality of UN Volunteers and their placements. Several evaluations were undertaken to assess the impact of UNV and its volunteers.

Key result 3.1. Well-defined, effective and inclusive volunteer management established

31. During the 2012/2013 biennium, UNV engaged in standard-setting and preparing and/or reviewing regulatory documents relating to volunteer management. The policy and conditions of service for national UN Volunteers were finalized and launched in July 2012. Accuracy of UN Volunteer data was improved and a series of instruments and tools were developed to implement the new policies.

32. To minimize security and safety risks for UN Volunteers in the field, 100 per cent compliance was achieved in ensuring that United Nations Department of Safety and Security online training, certification and additional security training were performed upon arrival at the duty station and prior to deployment. All Field Units maintained up-to-date emergency contact information, and copies of vital documents of all serving UN Volunteers are included on the UNV Portal. Nevertheless, untimely deaths of serving volunteers cannot be ruled out. During the biennium, 10 UN Volunteers passed away due to illness and three perished in car accidents. Accordingly, UNV, in cooperation with the United Nations Secretariat, contributed to the development of the updated *Death in Service Handbook*, which was launched by the United Nations Emergency Preparedness and Support Team and disseminated to all personnel at headquarters and in the field.

33. To promote recruitment of potential UN Volunteers, the UNV public website was improved and simplified, resulting in close to an 80 per cent reduction of user enquiries and help-desk intervention.

34. For UN Volunteers, access to structured learning and skill-building opportunities is often limited. UNV launched a series of capacity building workshops and developed a learning strategy for UN Volunteers, based on a learning needs assessment. A capacity development and learning facility was developed and implemented to support collective learning and knowledge sharing at the country level.

Key result 3.2. Volunteer engagement in UNV focus areas strengthened

Mobilizing for development

Delivery of basic services

35. UNV projects related to delivery of basic services concentrate on areas such as primary health care and HIV/AIDS, non-formal education, and poverty alleviation. Projects also support local governance to promote inclusive community participation and engagement in local development initiatives.

36. In southern Africa, health service delivery remains one of the major challenges. The respective health systems are plagued by significant gaps, which UNV has sought to fill by recruiting UN Volunteer doctors and by building capacity on the ground. In Malawi, the UNV project is funded through the Global Fund to Fight AIDS, Tuberculosis and Malaria. The UNV project in Lesotho is funded by the United States Agency for International Development. In South Africa, UNV provides medical services to remote areas, but as a BRICS (Brazil, Russia, India, China and South Africa) country, South Africa finances the services of the volunteers. In South Sudan, UNV is supporting UNFPA in a project involving the deployment of UNV midwives and midwife trainers across the 10 states to build the capacity of health care workers.

37. Building on the success of a previous project in Uzbekistan, UNV is involved in a new joint United Nations programme to improve the economic, food, health and environmental security for a community seriously affected by the Aral Sea environmental disaster. The project is funded by the United Nations Trust Fund for Human Security. In 2013, UNV trained 1,500 of its community volunteers in the prevention of respiratory diseases to work in their communities as primary health care apprentices. To help institutionalize volunteerism in the national health-care system, UNV mobilized seven part-time UN Volunteers. The UN Community Volunteers have skills appropriate to the local needs

and knowledge of the socio-cultural and political conditions. Their deployment on a pilot basis opens new opportunities to UNV, partners and hosting organizations to engage national volunteers on a part-time basis, allowing the UN Community Volunteers to work in their regular jobs while also directly influencing and contributing to the development of their communities. The piloted modality increases possibilities for national capacity-development and human resource development by strengthening the pool of expertise and knowledge that remains in the communities.

38. In India, UNV worked with the Government, UNDP, UNFPA and the United Nations Children's Fund (UNICEF) in capacity development for district planning. Originally scheduled to end in 2011, the project was extended to 2013 due to its success. UN Volunteers contributed to community mobilization and strengthening of inclusive district planning and monitoring. A similar programme, the Local Governance and Community Development Programme, was carried out in Nepal to address issues of inequality and social exclusion. Conducted jointly with the government, UNDP, UNICEF, UNFPA, the United Nations Capital Development Fund and UN Women, the project ended in 2012, but a follow-up programme was launched for the 2013-2017 period.

Environment and climate change

39. UNV continued its partnership with the United Nations Convention to Combat Desertification in Africa through the Youth Environmental Management and Education Project on integrated environment and natural resources management in Zambia. Not only has this project helped to rehabilitate the environment, but it has also created improved and sustainable livelihoods of youth. The project mobilized about 200 community volunteers and linked its activities to the HIV/AIDS and Asia Youth Exchange Programme actions on food security.

40. To reduce environmental degradation, in partnership with UNDP and the Government of Benin, UNV is supporting the project to promote volunteering in decentralized environmental management in Benin. The project aims to build capacities of local institutions and communities to resolve environmental issues and other challenges. In 2012, a platform was established bringing together 520 members representing around 50 local volunteering structures in six communes.

41. To strengthen the resilience of vulnerable communities to the adverse and variable effects of climate change, UNV, with UNDP and the Global Environmental Facility Small Grants Programme, supports 'Community-Based Adaptation', a five-year global initiative. The project mobilized more than 13,000 volunteers in seven pilot countries – Bolivia, Guatemala, Jamaica, Niger, Samoa, Namibia and Morocco – resulting in greater community ownership and, thus, sustainability of the initiative.

Mobilizing for peace

Crisis prevention and recovery

42. With over 116,000 persons deployed to 16 Department of Peacekeeping Operations (DPKO) missions and 13 missions conducted under the aegis of the Department of Political Affairs (DPA), United Nations peacekeeping remains a very large-scale endeavour. Overall available resources have diminished in the wake of the global economic crisis and other challenges. And new threats that may ultimately need to be addressed by peacekeeping operations are emerging: environmental change, economic shocks, transnational crime, and extremism. Against this backdrop, UN Volunteers contribute to the prevention of crises, as well as to peacebuilding and recovery. The new strategic framework, 2014-2017, explicitly lists community resilience for environment and disaster risk reduction, as well as peacebuilding, among the priority areas of UNV for the coming years. UN Volunteers also play an important role in developing national civilian capacity. This includes technical capacity, working directly with national personnel and building skills and competencies (for project management, peacebuilding and human rights monitoring, for example) among civil society and local authorities in conflict-affected countries

43. As at December 2013, UNV was involved in 10 DPKO missions and six DPA missions. In the biennium, UN Volunteers were working on crisis prevention and recovery in countries and territories such as Afghanistan, Algeria, Haiti, Iraq, Kyrgyzstan, Myanmar, Palestine, Pakistan, the Philippines, Somalia, South Sudan, Sudan and Western Sahara. In most cases, UN Volunteers constitute up to one third of the international civilian component of a peacekeeping mission.

44. At the end of 2013, the United Nations Stabilization Mission in Haiti included 234 UN Volunteers engaged in technical support and substantive work. Of special interest is the community violence reduction programme, with a mandate that is closely related to civil affairs.

45. In Sudan, 476 UN Volunteers are on the ground in the framework of the African Union-United Nations Mission in Darfur, with a primary mandate of protecting civilians. UN Volunteers are providing technical and substantive support in areas such as human rights and civil affairs. Fifteen volunteers are providing technical support to the United Nations Interim Security Force for Abyei. Another 123 UN Volunteers are supporting the work of United Nations entities in Sudan, particularly the work of UNHCR concerning internally displaced people in Darfur and refugees from Eritrea and Ethiopia.

46. The UNV field unit serving UNDP and UN entities in South Sudan includes around 60 international UN Volunteers deployed under the UNDP rapid capacity placement initiative. The initiative integrates UN Volunteers at the state level to strengthen government institutions in the areas of public administration, revenue generation, planning, finance, and budget management. Based on its successful outcome, the programme has been identified as a good practice to be included in the upcoming UNDP *Guidelines on Local Governance and Local Development*. In 2013, 752 UN Volunteers served in South Sudan, 503 with the United Nations mission and 249 with the United Nations country team.

47. About 740 UN Volunteers were active in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, working on rule of law, security sector reform, and demobilization.

48. UN Volunteers are involved in the Department of Field Support pilot for a regional support centre in Entebbe, Uganda. The centre, which comprises a large logistics base, started out supporting only the United Nations mission in the Democratic Republic of the Congo and now serves 10 different peacekeeping missions across Africa. This project is indicative of the future approach to peacekeeping, with all support functions centralized and support provided remotely.

Humanitarian assistance

49. UNV contributes to coordination efforts and information-gathering in humanitarian assistance and relief as well as community mobilization, ownership and empowerment through the participation and inclusion of marginalized sectors of the population. In the reporting period, UNV did this through continued support of the Inter-Agency Standing Committee-led entities protecting children, refugees and internally displaced persons, engaging in emergency response, and providing basic services. During the reporting period, nearly 20 per cent of UN Volunteer assignments globally, or well over 1,500 assignments per annum, were related to the mandates and humanitarian assistance programmes of these partners. The presence of UNV volunteers working with crisis-affected communities is seen as an important support to United Nations humanitarian partners.

50. In September 2012, monsoon floods killed more than 400 people and affected more than 4.5 million others in the Pakistan provinces of Baluchistan, Punjab and Sindh. Fifteen UN Volunteers (three international and 12 national), based in Islamabad and in selected Sindh districts, were on the ground to offer assistance. The project was initially meant as a post-relief, early recovery project in flood-affected districts. However, it soon expanded its activities into other disaster risk reduction and disaster risk management-related areas.

51. The effectiveness of the volunteer modality in crisis situations was also seen when Category 5 Typhoon Haiyan hit the Philippines in late 2013. UN Volunteers worked with the United Nations Office for the Coordination of Humanitarian Affairs in Manila to alleviate the effects of the disaster for the local population and assisted in support-related efforts by national authorities. UNV also provided support to UNDP and the United Nations country team to complement surge requirements, using its fast-tracking procedures for emergency relief and early recovery. UNV set up a special recruitment task force at its headquarters to ensure that highest priority was given to all demands required for the response, and provided programmatic recovery support through its partnerships with the local volunteer sector at the community level.

The social inclusion pillars: youth, gender and marginalized people

52. In response to the Five-Year Action Agenda of the Secretary-General, UNV developed and launched its youth volunteering strategy. The strategy, released by the UNV Executive Coordinator in New York on 19 September 2013, sets out the vision and approach to youth volunteerism for 2014-2017. A workshop and several benchmarking exercises involving youth, youth-led organizations, volunteer-involving organizations, governments and United Nations entities were organized to develop a policy note and conditions of service for the UN Youth Volunteers. UNV mobilized over a thousand international and national UN Volunteers under the age of 29 during 2013. Of these, more than 60 per cent were female and 72 per cent were from countries of the global South. Furthermore, 119 University Volunteers from Spain and Japan were fielded, and 165 fully-funded UN Youth Volunteers from Belgium, the Czech Republic, France, Germany, Ireland, Italy, Korea and Switzerland served through UNV.

54. Significant momentum has been achieved in strengthening national and regional capacities for youth volunteering. In 2012 and 2013, UNV-funded projects supported volunteer activities in global peace and sustainable development. These efforts seek to influence national policies, legislation, statutory frameworks, and budgets, and to help strengthen nationally-owned, sustainable volunteer schemes. In 2012, UNV invested over $1,400,000 in youth-related projects in Benin, Bosnia and Herzegovina, Burkina Faso, Cape Verde, the Dominican Republic, Ethiopia, Indonesia, Lesotho, Mali, Mauritius, Mozambique, Peru, Rwanda, Senegal, Ukraine, Uzbekistan and Viet Nam.

55. Regional efforts to promote volunteering included the 'Arab Youth Volunteering for a Better Future' project, piloted in five Arab countries. The project, which was developed following national consultations, takes a new approach to developing regional activities based on the outcome of country activities. At the national level, UNV succeeded in integrating the concept of volunteerism into six national youth sector strategies.

56. In Ukraine, a successor project to the 'Youth Social Inclusion for Civic Engagement' project was launched in 2012, in cooperation with UNDP, the United Nations Office on Sport for Development and Peace, the Deutsche Gesellschaft für Internationale Zusammenarbeit, the Ukrainian Government, and the Football Federation of Ukraine. The project, 'Young Football Volunteers: Sports and Volunteering for the Millennium Development Goals', targets youth between the ages of 12 and 20 and leverages sports to improve their social and physical well-being.

57. UNV has signed a Letter of Understanding with the African Union Commission. The volunteer programme of the Economic Community of West African States (ECOWAS) has been scaled-up with the support of UNV. About 80 youth volunteers aged 18 to 35 (the official age definition of the African Union and ECOWAS) from 11 of the 15 ECOWAS Member States have been deployed in three pilot countries – Guinea, Liberia and Sierra Leone – and are working to advance peace and reconciliation, and to drive development in their nations and region. The third regional UNV initiative is the 'Arab Youth Volunteering for a Better Future' project described above.

58. Preventing gender-based violence was the objective of the 'Partners for Prevention' project in 12 countries of the Asia-Pacific region. Conducted from 2008-2012 by UNV in partnership with UNDP, UNFPA and UN Women, as well as governments, civil society organizations and volunteer-involving organizations, the programme worked to reduce gender-based violence by addressing its root causes. Seven UN Volunteers contributed to this joint programme during the biennium. The 2012 evaluation found "overwhelming evidence" that the project had been very relevant to the gender-based violence initiatives of United Nations entities and other stakeholders.

59. 'Empowering Vulnerable Local Communities' is a multisectoral response that seeks to improve human security and access to socio-economic and civic rights for vulnerable communities (Roma and Egyptians) in Albania. Four United Nations organizations – UNDP, UNV, UNFPA and UNICEF – and have partnered to implement the programme. The project approach is novel insofar as the volunteers were engaged from among members of the marginalized community it was designed to support.

Key result 3.3. Tools, knowledge and guidance provided by UNV to enable regional, national and local partners to establish schemes to mobilize and manage volunteers for development

Learning from evaluations

60. At the field level, the participatory methodology for assessing the contribution of volunteering to development (or 'V-methodology') was implemented to assess the contribution and impact of UN Volunteers in the field, in particular with regard to capacity-building. UNV delivered 10 workshops on the methodology during the reporting period, including five at headquarters and five in the field. All post-2015 volunteers were trained in methods stemming from the methodology.

61. A summative and forward-looking evaluation of the UNV contribution to volunteer infrastructures and schemes was launched in 2013 and will be completed during 2014. It aims to assess the overall UNV approach and the results achieved in its efforts to assist programme countries in developing sustainable national or regional capacities and mobilizing volunteers domestically, through national volunteer schemes, volunteer centres, and policy and legislative frameworks. The findings and recommendations of this ongoing evaluation will be used to chart and prioritize UNV future interventions in supporting volunteer schemes.

62. In 2013, UNV carried out an evaluation of the commemoration of the tenth anniversary of the IYV+10, and the related flagship projects such as the State of the World's Volunteerism Report. The aim of this exercise was to assess UNV performance in leading the marking of IYV+10 and the extent to which this contributed to recognition, facilitation and promotion of volunteerism worldwide. The evaluation noted that UNV had accomplished much with limited resources and had increased its visibility within and outside the United Nations system. The evaluation flagged a number of key issues for UNV to address, including the necessity to anchor advocacy through a long-term institutional effort, and the importance of strengthening capacities at the national level.

III. Management results

Operating and fulfilling the UNV mandate within UNDP operating rules and regulations, policies and procedures, as applicable to UNV

63. UNV operates within the rules and regulations, policies and procedures of UNDP, as applicable to UNV operations. In particular, UNV adheres to the UNDP internal control framework, with special emphasis on the division of roles and responsibilities. In 2013, UNV fulfilled the high compliance standards of the framework, which were endorsed by the Office of Audit and Investigation in 2011. In

2012, updated standard operating procedures were developed and implemented for a series of business processes, including procurement and contracting, certain types of recruitment, and asset management. In 2013, a specialized information and communications technology audit by the UNDP Office of Audit and Investigations confirmed that the UNV implementation of general controls was satisfactory, reflecting proper protection, safeguarding, maintenance and availability to users of the key business tools and systems, which represented substantial financial investment and were essential in enabling UNV to deliver on its results.

Maintaining structures, systems and tools that enable the organization to function effectively as a results-based organization achieving mandated results through appropriate allocation and management of its resources

64. In 2013, as part of the organizational consolidation for implementing the strategic framework, 2014-2017, UNV, in cooperation with UNDP, commenced a comprehensive review of the tools and processes used for identifying, recruiting and managing UN Volunteers. The exercise will continue throughout 2014. UNV adopted and implemented new UNDP Atlas modules to replace outdated UNV-specific software tools. UNV has identified the need to develop new tools and applications for managing and reporting the development impact of UN Volunteer assignments.

Meeting UNDP policies and standards for staff diversity

65. For UNV, as for other international organizations, diversity and gender balance are crucial to realizing its full potential. During the biennium, UNV took part in the reporting process for the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women endorsed by the Chief Executive Board for Coordination. In 2013, the then Acting Head of UN Women commended the organization on its comprehensive reporting. At present, UNV is not meeting equity targets for gender and North-South balance. Thirty-five per cent of international staff members are from the global South, while 40 per cent are women.

66. UNV is making efforts to improve diversity metrics at all levels, and the strategic framework, 2014-2017, sets a target of achieving a 50 per cent gender balance by 2017. In 2013, UNV initiated implementation of the UNDP gender equity strategy and made considerable efforts to identify and recruit qualified women and candidates from the South. UNV took measures to ensure that candidates from the South were given priority consideration. UNV ensures that every shortlist contains female candidates and candidates from the global South, and alerts the hiring managers to particularly promising candidates from these groups. Finally, every interview panel must include at least one female member and one member from a country in the global South. Additionally, at the stage of talent identification, UNV is using formal and informal networks to target qualified candidates from under-represented categories.

Maintaining structures, systems and tools to provide, support, utilize and benefit from an increasing number of United Nations common services and activities in Bonn, delivered in an effective and efficient manner

67. UNV continued to promote increased collaboration among United Nations entities in Bonn to achieve better results with existing resources. UNV took over responsibility for coordinating the United Nations campus expansion project. The new building, "Altes Abgeordnetenhochhaus", was handed over to the United Nations and requirements for further campus expansion were established. These positive results were due to the good relationship with the host government, the landlord and related entities.

IV. Challenges and opportunities

Implementation of and alignment with the strategic framework

68. In January 2014, the UNV Executive Coordinator launched the strategic framework, 2014-17, and its associated integrated results and resources matrix, at an informal session of the Executive Board. The framework is the first of its kind, focussing on harnessing the power of volunteers and volunteerism to support Member States in achieving internationally agreed development goals. It guides UNV work over the coming four years and focuses on working more systematically with partner countries and United Nations partners to increase its impact. The vision of the strategic framework is translated into concrete deliverables in the integrated resources and results matrix that demonstrates how UNV will be held accountable for its results. UNV will be reporting against the matrix (see annex 3) in coming Executive Board reports – including a mid-cycle review at the end of 2015 – to assess implementation progress and make necessary adjustments. This will also be an opportunity to ensure alignment with the post-2015 development agenda.

69. During 2013, UNV engaged in systematic analysis and consultation to develop its strategic framework. The content was informed by the significant feedback provided by the Executive Board and UNV partners and stakeholders, both existing and potential. UNV proceeds with the expectation that the strategic framework will provide the basis for new and more diverse operational and financial partnerships.

70. The first key outcome of the framework is enabling UN entities to achieve better development results through the integration of volunteers and volunteerism. UNV is committed to providing all United Nations entities with the highest calibre of volunteers to meet peace and development needs. At the same time, UNV mobilizes and invests resources jointly with United Nations partners for its own programme work. The second key outcome focuses on UNV support to partner countries for the integration of volunteerism within national and regional frameworks. The overarching principles of this work are a commitment to overcoming social exclusion, addressing gender inequalities, and promoting South-South and triangular cooperation.

71. The strategic framework articulates the investments that UNV will need to make to strengthen its efficiency and effectiveness. UNV will adopt an integrated budget, invest in improved technology systems, enhance human resource management and focus strongly on results-based management. The framework and matrix together clearly outline the shape of success; however, the Framework acknowledges that success cannot be achieved without developing and strengthening relationships with a range of traditional and new partners. These include Member States, United Nations entities, civil society, volunteer-involving organizations, other multilateral institutions, the private sector, and foundations.

Implementation capacity, institutional impact and key UNV resources

72. The strategic framework establishes ambitious targets in terms of volunteer numbers and their impact, and supporting the integration of volunteerism into national frameworks. Within the context of declining UNDP core resources, UNV will need to rapidly improve its systems, business practices and processes to support the anticipated larger volume of work.

73. UNV will focus on strengthening partnerships for the Special Voluntary Fund, the United Nations Youth Volunteering Trust Fund, fully-funded UN Volunteers and other cost-sharing opportunities. The Special Voluntary Fund multi-year report, 2009-2013, published in 2014, demonstrates that the Fund is an indispensable component of UNV funding, not least because the organization lacks a stable source of core funding. As outlined in this report, many projects financed by the Fund are

highly innovative and are frequently pilot projects. They demonstrate the relevance of volunteerism to sustainable development. This is confirmed by the replication, extension or scaling up of such projects and the specific request of implementing partners for continued volunteer involvement once the initial project period has ended. The current mandate of the Fund does not cover activities in the replication or upscaling phase. Therefore, UNV recommends that the mandate be expanded to cover such activities, as outlined in the multi-year report. In the new strategic framework period, the main vehicles for innovation will be the new programmes being developed under the five priority areas.

74. UNV will need to further optimize its organizational structure, including through strengthened capacity at the regional level to engage more partners in the field. Equally essential will be an institutional emphasis on building staff capacity for achieving the goals of the organization.

Implementation of Global Youth Volunteering Programme

75. Given the shrinking budgets of United Nations organizations, generating participation in the UN Youth Volunteers programme will be a challenge, as will adapting existing UNV systems to the requirements of this new modality. For UNV, the introduction of a substantial learning component for UN Youth Volunteers, to better support their learning needs, is a particular challenge.

76. The UN Youth Volunteers programme continues to enjoy high visibility within the United Nations system, and strong support from the Secretary-General's Envoy on Youth indicates that the UN Youth Volunteers programme has the potential to meet the expectations of the Secretary-General's Five-Year Action Agenda.